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ABSTRACT

This report presents the findings of the Staff Institutional Survey distributed to Hawaii's Kapi'olani Community College (KCC) staff in February 1999. This survey requested biographical information and data related to the following six categories: Facilities and Equipment, Leadership and Support, Personnel Policies, Professional Development Climate, Support Services, and Overall Satisfaction. Sixty surveys were returned out of 142 sent, for a response rate of 42.3 percent. The survey questions were scored on a scale of 1 to 4, with 1 indicating "very dissatisfied" and 4 indicating "very satisfied." The overall satisfaction was 2.83, compared with 3.05 in 1993 and 2.72 in 1996. Among the categories, Support Services received the highest rating and Personnel Policies received the lowest rating. The highest-rated support services were student activities, campus security and the library. The lowest-rated personnel issues were salary, classification, promotion, and staff involvement in decision-making. Females reported lower satisfaction than males and administrative staff reported higher satisfaction than other classifications. Sections in the report include: (1) executive summary; (2) background; (3) results; and (4) longitudinal comparison. Appendices contain the 1999 Staff Institutional Survey, statistics, and respondents' comments. (RDG)

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REPORT ON THE RESULTS OF THE 1999 STAFF INSTITUTIONAL SURVEY

May 20, 1999

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University of Hawai'i - Kapi'olani Community College
Office of the Assistant to the Provost

MEMORANDUM

Date: May 20, 1999

To: Provost Advisory Council Members

From: Frank Abou-Sayf
Assistant to the Provost

Subject: Staff Survey

Enclosed please find a copy of a study entitled "Report on the Results of the 1999 Staff Institutional Survey." The survey was conducted in March 1999. The report also includes a comparison of the results of this and the two previous staff surveys, conducted roughly at three-year intervals. All the tasks related to the survey, including revision of the instrument, data entry and analysis, and report writing, were conducted by the Office of Institutional Research.

Just like with all surveys that the OIR conducts, every effort has been made to ensure confidentiality and anonymity of the responses.

The completion of this survey is part of the Office's ongoing efforts to poll the campus climate for the purpose of highlighting areas of strength and areas in need of improvement. We would appreciate it if you shared the results with your departments.

Any comments and suggestions on the survey will be appreciated.

Thank you.

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Office of Institutional Research

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REPORT ON THE RESULTS OF THE

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REPORT ON THE RESULTS OF THE

1999 STAFF INSTITUTIONAL SURVEY

EXECUTIVE SUMMARY

The response rate of the Staff Institutional Survey, administered in March 1999, was 42 percent. The overall satisfaction was 2.83 on a scale of 1.00 to 4.00 where 1.00 is "Very Dissatisfied" and 4.00 is "Very Satisfied." Of the six topics that were rated, *Support Services* received the highest ratings and *Personnel Policies* rated lowest. Student Activities, Campus security and the Library received the highest ratings. Personnel issues related to salary, classification, promotion, and staff involvement in decision-making processes received the lowest level of satisfaction.

Females reported a lower level of satisfaction than males. The Administration staff rated the institution higher than any other position classification category and APT employees rated the institution lowest. Staff employed for 9 years reported a statistically significantly lower level of satisfaction than those employed for at least 10 years.

Compared to 1993 and 1996, the results of this survey indicate an overall satisfaction level that is halfway between the two previous surveys. Specifically, *Facilities* ranked highest, while *Personnel Policies* related to salary, classification policies, the processes of promotion, equitability, and recognition remained issues of dissatisfaction, recurring with a stronger intensity in 1999 than in the two previous surveys. Campus accessibility for people with disabilities and the LAC were the only two items that ranked among the top 10 in each of the three surveys. Females' satisfaction has continuously declined over the years, while Administration staff continuously reported the highest level of satisfaction. Change in opinion by years of employment did not show any particular trend.

REPORT ON THE RESULTS OF THE

1999 STAFF INSTITUTIONAL SURVEY

BACKGROUND

The Survey

The 1999 Staff Institutional Survey was adapted from the 1996 Staff Institutional Survey. The survey was distributed to the KCC staff in February 1999.

In addition to the biographical information section, the survey is composed of the following six sections:

- Facilities and equipment
- Leadership and support
- Personnel policies
- Professional development climate
- Support services
- Overall satisfaction

A copy of the survey is presented in Appendix A.

Response Rate

A total of 60 surveys were received out of 142 surveys mailed out, for a response rate of 42.3 percent.

Confidentiality

All responses were kept confidential. Responses were entered into the computer by the Office of Institutional Research with no attempt to identify the respondents. The only persons who were allowed to see the answers were the data-entry person and the analyst. All answered surveys were safely discarded following data entry and analysis.

Analysis

The scores have been derived based on a scale of 1.00 to 4.00, where 1.00 indicates "Very Dissatisfied" and 4 indicates "Very Satisfied," the mean being 2.50. Thus, the higher the score, the higher the rating and vice versa.

Descriptive and/or inferential statistics were conducted on the following:

- each item
- the total results
- results on each section of the survey
- results of each group identified through the biographical section of the survey
- cross-tabulations of the results of each section and of each group.

The results are presented throughout this report and in Appendix B. The following statistics have been derived:

- the mean
- the standard deviation, as an indicator of the homogeneity of the responses: the smaller the standard deviation, the more homogeneous the responses
- the proportion of the responses: the larger this proportion, the fewer the items left unanswered
- p-values, as indicators of statistical significance: the smaller the p-value, the larger the statistical significance. All p-values were based on two-tail tests. A p-value of 0.0500 or less was used to determine statistical significance.

Handwritten comments that were added by the respondents at the end of the survey have been transcribed and are presented in Appendix C.

Not all respondents answered all items. Because the analysis was based only on non-blank items, totals of some sections may not add up to the number of respondents.

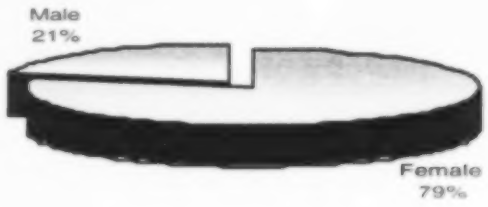
Limitations

It is generally agreed upon that respondents to surveys tend to differ from non-respondents in the characteristics being measured. Generalization of the survey results from respondents to the entire target population is usually accompanied by a measurement error of unknown magnitude. This limitation should be kept in mind when using the results of this and other surveys.

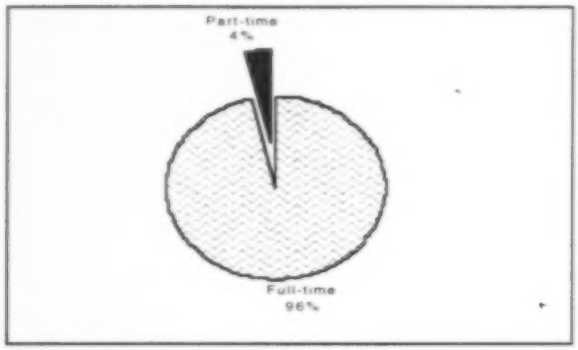
RESULTS

The Respondents

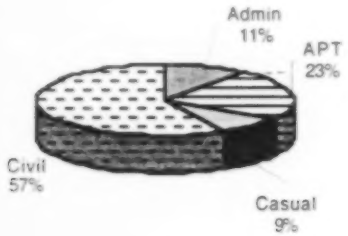
Gender responses were obtained from 57 staff members: 45 females and 12 males.



Only two of the 55 staff members who reported their status were part-timers.



The largest employment classification that responded to the survey was Civil Service (57 percent of the total surveys received).



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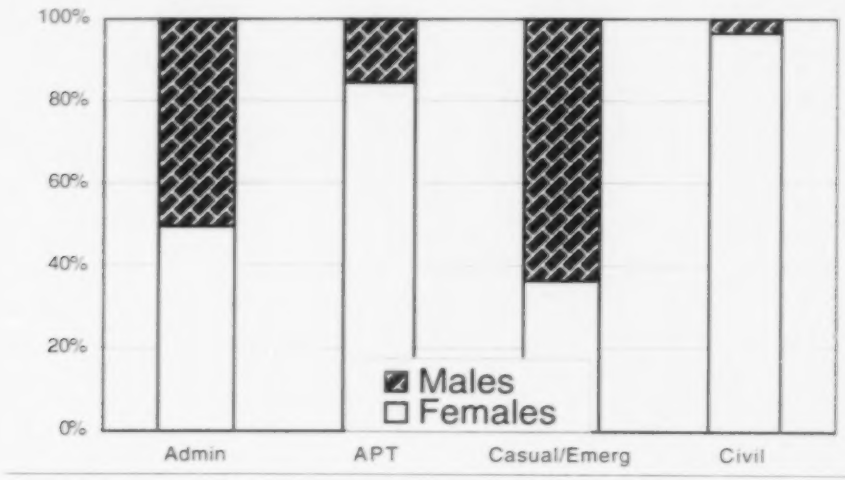
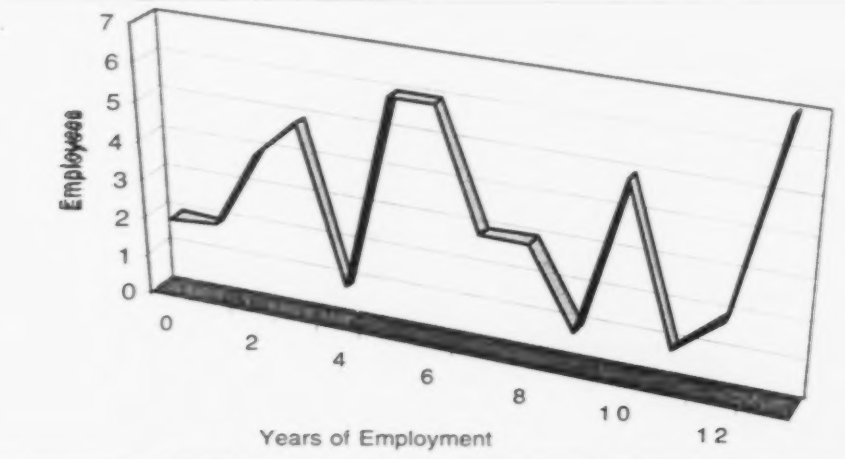
Gender distribution differed widely according to employment classification. So, whereas Casual and Emergency hire respondents were 64 percent males, Civil Service respondents were only 4 percent males.



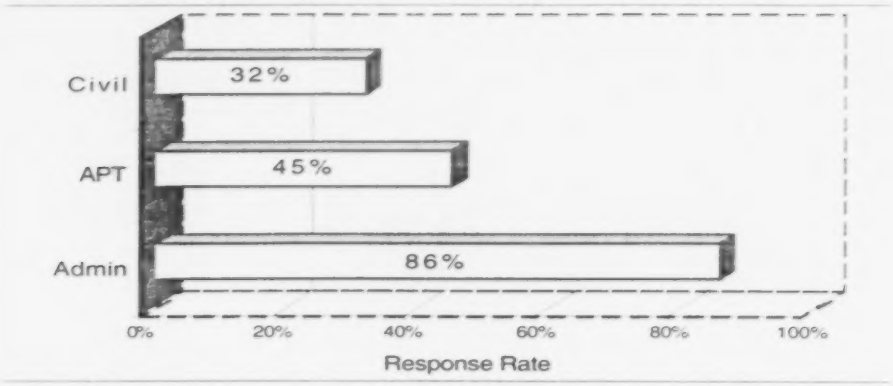
The average length of employment was 7.4 years, with a median of 6.0 years. The distribution of the length of employment was multimodal, as illustrated below.



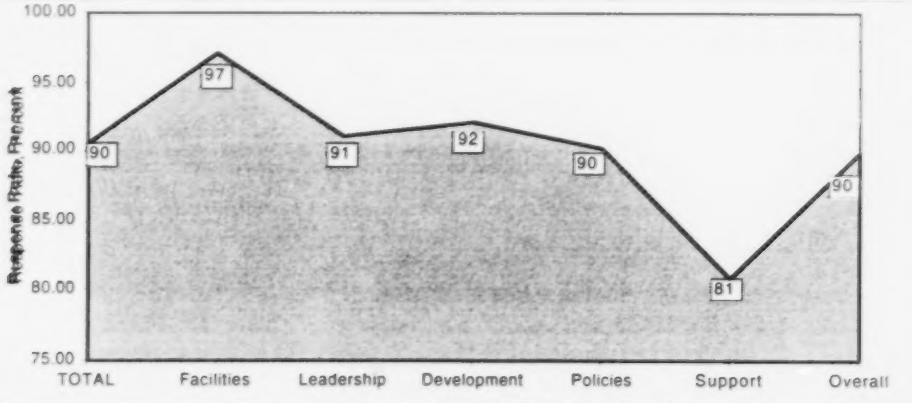
There were gender differences in mean length of employment, with males being employed on average less than one year longer than females (means equal to 8.1 years versus 7.2 years, and medians equal to 6.0 years for both genders).

Response Rates

Response rates varied from a low of 32 percent (Civil Service) to a high of 86 percent (Administration).*



The number of items left unanswered differed with the section. This omission is likely due to either insufficient information that is available to the respondents in some aspects of the institution or to no definite or strong opinion. Response rates could then be used as indicators of the level of knowledge about a certain aspect of the institution. As illustrated below, 91 percent of the items were answered overall, the highest response rate being 97 percent for *Facilities* and the lowest being 81 percent for *Support Services*.



* Only 7 surveys were obtained from Casual and Emergency hires. As of March 1999, there was a total of 309 employees in this category, with this count changing continuously. Because it cannot be ascertained that all Casual and Emergency hires received a survey, the 7 replies may not constitute a random sample of this category. For this reason, this category was eliminated from the rest of the analysis.

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Total-Group Responses

The results of the responses of the total group are presented below. The mean score $\bar{x}$ on the on each section is shown. Additional details and related inferential statistics are presented in Appendix B.

	Facilities	*Leadership*	*Development*	*Policies*	*Support*	*Overall*
$\bar{x}$	2.78	2.69	2.69	2.26	3.04	2.83

The results indicate that *Support* Services was ranked as the most satisfactory feature of the institution, with a mean score of 3.04, while *Personnel Policies* ranked as the least satisfactory, with a mean score of 2.26. Since a rating of 2.50 is the mid-point on the scale, the results suggest that the staff was satisfied (at various levels) with all aspects of the institution with the exception of *Personnel Policies*.

Individual Item Ranking

The two lists compiled below are made up of the 10 survey items with the highest and lowest levels of staff satisfaction. In these lists, tied items received the same rank.

Items With the Highest Level of Staff Satisfaction

Item	$\bar{x}$	*s*
1. Student Activities	3.24	0.69
2. Campus Security	3.20	0.66
3. Library	3.17	0.70
4. Personnel Office	3.11	0.69
5. Financial Aid Office	3.10	0.66
5. Campus accessibility ... for persons with disability	3.10	0.74
7. Secretarial/clerical support	3.09	0.73
8. Learning Assistance Centers	3.08	0.57
9. Records Office	3.04	0.66
9. Student counseling	3.04	0.63

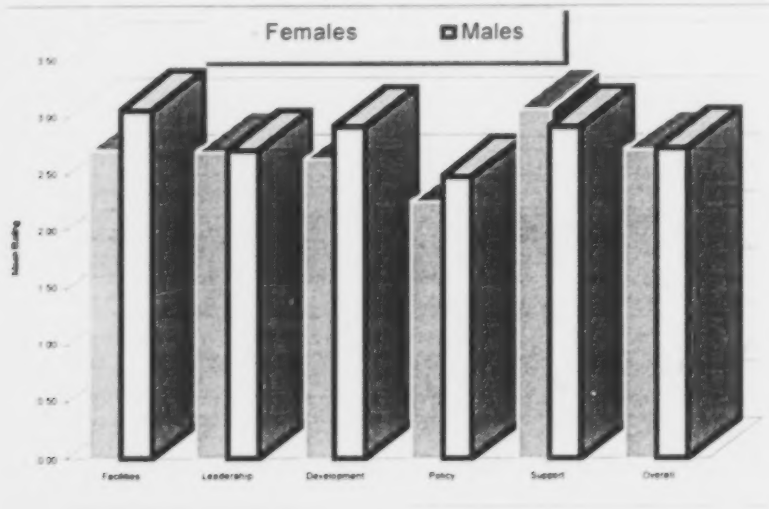
Items With the Lowest Level of Staff Satisfaction

Item	$\bar{x}$	*s*
1. Adequacy of promotion process	1.97	0.94
2. Current salary schedule	2.02	0.97
3. Staff classification policy (rank system)	2.04	0.88
4. Equitability of responsibilities	2.15	0.96
5. Adequacy of performance evaluation process	2.22	0.96
6. Administrative recognition of staff excellence	2.32	0.89
7. Involvement in the budgeting process	2.35	0.87
8. Involvement in campus hiring	2.41	0.92
9. Involvement in campus decision-making	2.42	0.88
10. Effectiveness of communication channels to resolve problems	2.44	0.87

All items with the highest level of satisfaction were in the Support Services area, while 8 of the 10 items with the lowest level of satisfaction were in Personnel Policies. There was more agreement in rating on the items with the highest level of staff satisfaction among the respondents than on those with the lowest level of satisfaction, as evidenced by smaller standard deviations (*s*) in the former than the latter.

Responses by Gender

Responses of females were less favorable than those of males. In the "Overall" section, the average female response was 2.71 compared to 2.74 for the average male. The difference between the two means was not statistically significant.

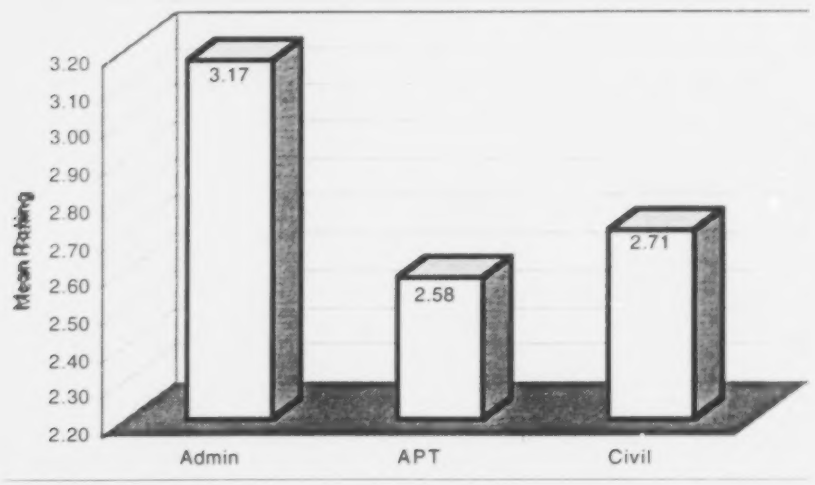


As shown from the graph and the table, females were consistently less satisfied than males in all aspects of the institution except *Support Services*.

	Females	*Males*	*Statistically Significant Difference*
Facilities and Equipment	2.72	3.06	√
Leadership and Support	2.70	2.71	
Professional Development	2.63	2.92	√
Personnel Policies	2.26	2.48	√
Support Services	3.08	2.91	√
Overall Satisfaction	2.71	2.74	

Responses by Position Classification

The mean responses of the three classifications are presented below.

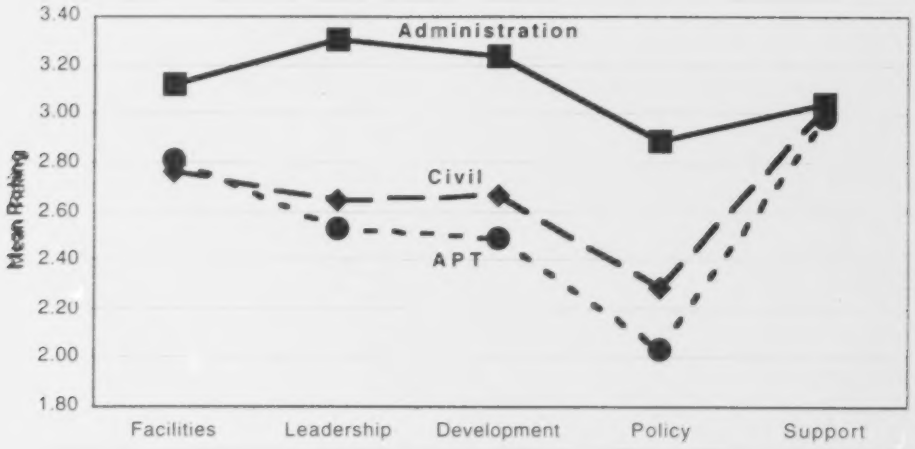


The highest ratings were given by the Administrative staff, and the lowest were provided by the APT employees. All differences between position classifications were statistically significant with the exception of the difference between APT and Civil Service.

A comparison of the mean scores on the various sections of the survey was also made, and the results are presented below.

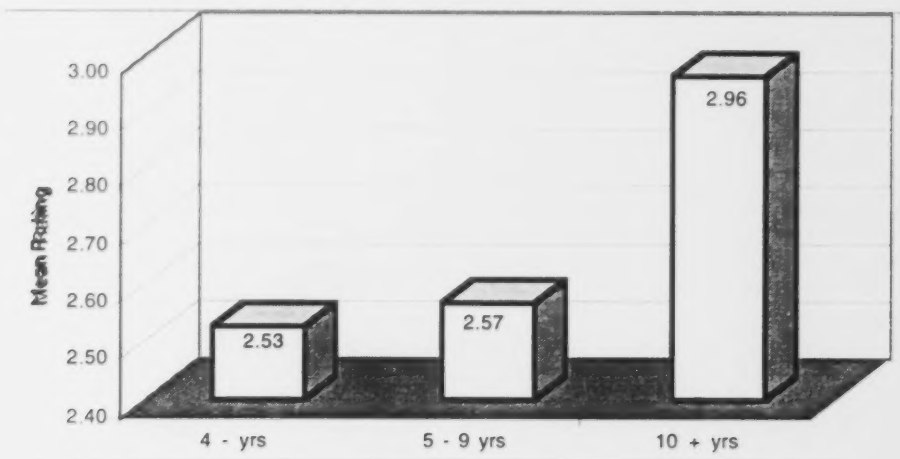
	Administration	*APT*	*Civil Service*
Facilities	3.12	2.81	2.76
Leadership and Support	3.30	2.53	2.64
Professional Development	3.24	2.49	2.67
Personnel Policies	2.89	2.04	2.29
Support Services	3.04	2.98	3.02

As the data indicate, Administrators were widely more satisfied with every aspect of the institution, while APTs were the least satisfied with nearly every aspect.



Responses by Years of Employment

The following graph represents responses to the "Overall Satisfaction" section of the survey, broken down by years of employment.

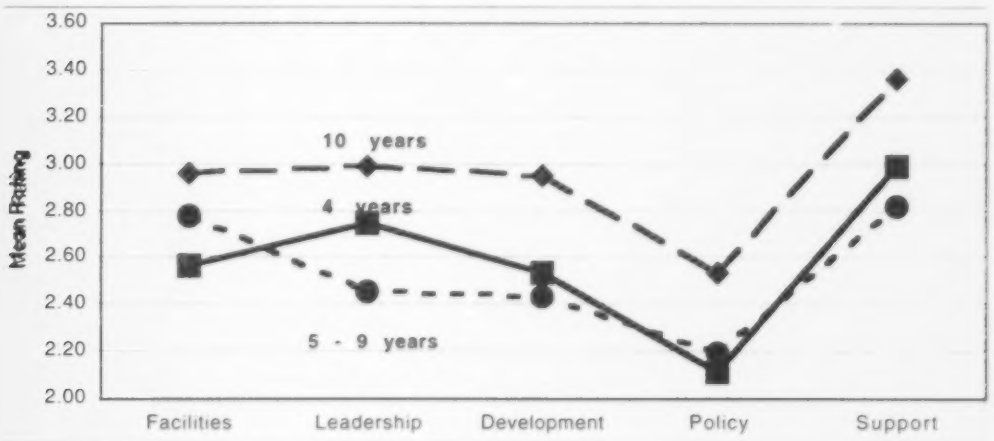


All differences between means were statistically significant, with the exception of the difference between 4 - years and 5 - 9 years. These results indicate that, in terms of overall satisfaction, staff employed for up to 9 years reported significantly lower satisfaction with the institution that staff employed for a longer time.

A comparison of the mean scores on the various sections of the survey was also made, and the results are shown below.

	Years of Employment		
	Up to 4	*5 to 9*	*10 and over*
Facilities	2.57	2.78	2.96
Leadership and Support	2.74	2.45	2.99
Professional Development	2.54	2.45	2.95
Personnel Policies	2.11	2.19	2.53
Support Services	2.99	2.81	3.35

As the data show, the same trend prevailed, with staff employed for 4 years or less sharing relative low levels of satisfaction with staff employed between 5 and 9 years, while staff employed for at least ten years exhibited the highest levels of satisfaction in every aspect of the institution.



LONGITUDINAL COMPARISON

The purpose of the following analysis is to compare the results of this survey with the ones conducted in December 1993 and December 1996. The information on those survey is found in the reports entitled "Office of Institutional Research, Kapiolani Community College: *Report on the Results of the 1993 Staff Institutional Survey*, January 10, 1994," and "Office of Institutional Research, Kapiolani Community College: *Report on the Results of the 1996 Staff Institutional Survey*, January 20, 1997." Although changes were made to the survey form over the years, an effort has been made to maintain as much similarity in the items as possible to allow for longitudinal comparisons of the results.

Response Rate

The response rate to the 1999 survey was midway compared to the previous two surveys: 42 percent compared to 54 percent in 1993 and 34 percent in 1996.

Respondents' Demographics

Respondents' demographics in the three surveys are presented below.

Category	*RIBER @EditionMPercent Composition*		
	1993	*1996*	*1999*
Females	63	65	79
Males	37	35	21
Administrative staff	5	10	11
APT employees	39	15	23
Civil service employees	49	65	57
Casual/Emergency hires	7	10	9
4 - years of employment	61	42	21
5 - 9 years of employment	21	40	48
10^{+} years of employment	18	18	31

Substantial differences can be observed in some respondents' demographics. In 1999, respondents included a significantly larger proportion of females than in the previous years. APT employees and employees with at least 10 years of employment also constituted a larger proportion of the respondents than the previous years. As discussed above, APTs and females had lower opinions about the institution in 1999. Their relatively large presence would then contribute to depressing the mean overall opinion.

Total-Group Responses

In the "Overall Satisfaction" section of the survey, the 1999 responses were halfway between the low of 1996 and the high of 1993. Comparisons by institutional category are presented below.

	Facilities	*Leadership*	*Development*	*Policies*	*Support*	*Overall*
1993	2.96	3.02	2.88	2.45	3.13	3.05
1996	2.60	2.81	2.44	2.52	3.03	2.72
1999	2.78	2.69	2.69	2.26	3.04	2.83

As the data show, respondents' opinion about *Facilities* was highest in 1999, whereas their opinion about *Policies* was lowest.

Individual Item Comparisons

The following table lists the items which ranked highest in at least two of the three surveys, along with their rank and mean rating.

Items In the Top Ten In At Least Two Surveys

Item	1993 *Rank* (Rating)	1996 *Rank* (Rating)	1996 *Rank* (Rating)
Educational Media Center	*4* (3.33)	*1* (3.34)	
Campus accessibility for persons with disabilities	*2* (3.44)	*2* (3.28)	*5* (3.10)
Learning Assistance Centers	*1* (3.50)	*3* (3.21)	*8* (3.08)
Computing Center	*8* (3.38)	*6* (3.15)	
Provost's leadership	*4* (3.33)	*7* (3.08)	
Library	*6* (3.29)	*10* (3.00)	*3* (3.17)
Financial Aid Office		*9* (3.00)	*5* (3.10)

In the last survey, only two of the four academic support units appeared among the top ten. This is unlike the first two surveys where all four ranked among the top ten items. There were two items that were part of the top ten list in all three surveys: *Campus accessibility for persons with disabilities* and *Learning Assistance Centers*. There were two items that ranked in the top 10 for the first time in 1999: *Campus Security* and *Student Activities*.

The following table lists the items which ranked lowest in at least two of the three surveys, along with their rank and rating.

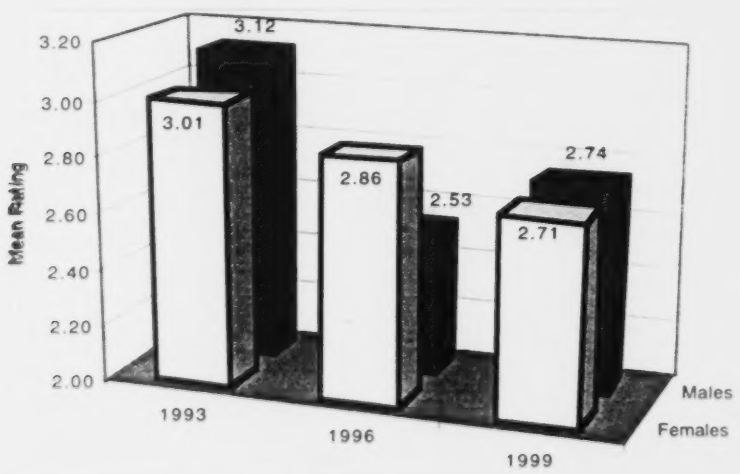
Items In the Bottom Ten In At Least Two Surveys

Item	1993 *Rank* (Rating)	1996 *Rank* (Rating)	1996 *Rank* (Rating)
Current salary schedule	*1* (2.07)	*1* (2.10)	*2* (2.07)
Staff classification policy	*2* (2.12)	*2* (2.29)	*3* (2.04)
Fairness of promotion process	*3* (2.44)	*3* (2.30)	*1* (1.97)
Equitability of responsibilities	*4* (2.47)	*4* (2.37)	*4* (2.15)
Administrative recognition of staff excellence	*7* (2.62)	*4* (2.37)	*6* (2.32)
Involvement in the budgeting process	*5* (2.59)	*86*(2.41)	*7* (2.35)
Involvement in campus decision making		*8* (2.43)	*9* (2.42)
Effectiveness of communication channels to resolve problems		*8* (2.43)	*10* (2,44)

The data indicate a remarkable consistency in the items that ranked lowest over the years; furthermore, all of them dealt with personnel issues It is interesting to notice that the four items with the lowest satisfaction in the entire survey have not changed their rank between 1993 and 1999, and have been subject to a further drop in satisfaction level in 1999. Items whose satisfaction has dropped enough in 1999 to get them into the bottom ten list for the first time are *Adequacy of performance evaluation process* and *Involvement in campus hiring*. These two items also relate to personnel issues.

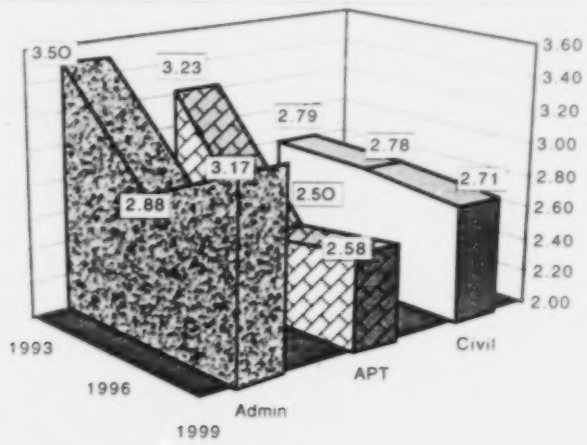
Comparisons by Gender

Over the years, females' opinion about the institution has continuously deteriorated, while males' opinion has shown no trend.



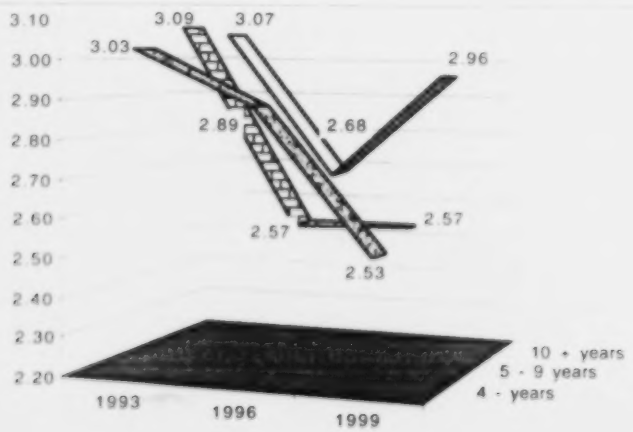
Comparisons by Position Description

Over the years, Administrators have continuously held the highest opinion about the institution although not with the same intensity. Between 1996 and 1999, APTs held the least favorable opinion. Civil Service employees seem to hold the most consistent opinion, ranging somewhere between that of Administrators and APTs.



Comparisons by Years of Employment

A continuous drop in opinion about the institution was observed with those employed for at most 4 years, while those employed between 5 and 9 years exhibited a drop in opinion which subsequently stabilized. The greatest fluctuation in opinion was observed with those employed for at least 10 years: after a dramatic drop between 1993 and 1996, they provided a substantially higher opinion in 1999.



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Appendix A

The 1996 Staff Institutional Survey Form

Kapi'olani Community College

Staff Institutional Survey

1. **Gender**: F___ M____
2. **Status** Part-time_____ Full-time_____

   Civil Service____ APT___ Grounds/Maintenance___

   Casual/Emergency/Temporary____ Administration/Management____
3. **Number of years at KCC** (including this one)_____

Please tell us how you feel about the items below using the following key:

1 = Very Dissatisfied

2 = Somewhat Dissatisfied

3 = Somewhat Satisfied

4 = Very Satisfied

Leave the item blank if you do not have enough information.

Facilities and Equipment

1.	My office	1	2	3	4
2.	Facilities around my office	1	2	3	4
3.	Parking	1	2	3	4
4.	Equipment in my department	1	2	3	4
5.	Safety of my building and equipment in it	1	2	3	4
6.	Maintenance of my building	1	2	3	4
7.	Maintenance of equipment in my department	1	2	3	4

Leadership and Support

1.	President's leadership	1	2	3	4
2.	Chancellor's leadership	1	2	3	4
3.	Provost's leadership	1	2	3	4
4.	Provost's accessibility to staff	1	2	3	4
5.	Effectiveness of deans	1	2	3	4
6.	Effectiveness of communication channels to resolve problems	1	2	3	4
7.	General attitude of campus administration toward staff	1	2	3	4

Professional Development Climate

1.	Administrative recognition of staff excellence	1	2	3	4
2.	Support to attend professional meetings	1	2	3	4
3.	Campus staff collegiality	1	2	3	4

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Personnel Policies

1.	Current salary schedule	1	2	3	4
2.	Staff classification policy (rank system)	1	2	3	4
3.	Equitability of responsibilities	1	2	3	4
4.	Adequacy of performance evaluation process	1	2	3	4
5.	Adequacy of promotion process	1	2	3	4
6.	Involvement in campus decision-making	1	2	3	4
7.	Involvement in the budgeting process	1	2	3	4
8.	Involvement in campus hiring	1	2	3	4
9.	Gender equity	1	2	3	4

Support Services

1.	Student counseling	1	2	3	4
2.	Library	1	2	3	4
3.	Admissions office	1	2	3	4
4.	Records office	1	2	3	4
5.	Personnel office	1	2	3	4
6.	Business office	1	2	3	4
6.	Campus accessibility and accommodation for persons with disabilities	1	2	3	4
7.	Student activities	1	2	3	4
8.	Financial Aid office	1	2	3	4
9.	Job placement	1	2	3	4
10.	Learning Assistance Centers (LACs)	1	2	3	4
11.	Campus security	1	2	3	4
12.	ITMS (formerly Educational Media Center, EMC)	1	2	3	4
13.	Computing Center	1	2	3	4
14.	Secretarial/clerical support	1	2	3	4

Overall Satisfaction

1.	KCC work environment	1	2	3	4
2.	UH-system work environment	1	2	3	4

Please write below any comments you may have for improving the college, then return to the Office of Institutional Research.

Appendix B

Statistics

1. Item Statistics

Facilities and Equipment	n	Choices, %				$\bar{x}$	s
		1	2	3	4		
1. My office	59	10.18	18.64	45.76	25.42	2.86	0.92
2. Facilities around my office	60	5.00	15.00	58.33	21.67	2.97	0.76
3. Parking	59	3.40	15.25	55.93	25.42	3.03	0.74
4. Equipment in my department	59	10.17	23.73	52.54	13.56	2.69	0.84
5. Safety of my building and equipment in it	60	11.67	18.33	51.67	18.33	2.77	0.89
6. Maintenance of my building	60	13.33	26.67	50.00	10.00	2.57	0.85
7. Maintenance of equipment in my department	50	12.00	28.00	52.00	8.00	2.56	0.81
Leadership and Support							
1. President's leadership	49	6.12	26.53	55.11	12.24	2.73	0.76
2. Chancellor's leadership	49	6.12	18.37	63.27	12.24	2.82	0.73
3. Provost's leadership	55	9.09	30.91	36.36	23.64	2.75	0.93
4. Provost's accessibility to staff	57	10.53	29.82	38.60	21.05	2.70	0.93
5. Effectiveness of deans	57	5.26	24.56	61.41	8.77	2.74	0.70
6. Effectiveness of communication channels to resolve problems	57	17.54	28.07	47.37	7.02	2.44	0.87
7. General attitude of campus administration toward staff	58	13.79	17.24	56.90	12.07	2.67	0.87
Professional Development Climate							
1. Administrative recognition of staff excellence	57	21.05	33.33	38.60	7.02	2.32	0.89
2. Support to attend professional meetings	56	12.50	17.86	48.21	21.43	2.79	0.93
3. Campus staff collegiality	53	1.89	16.98	62.26	18.87	2.98	0.66
Personnel Policies							
1. Current salary schedule	59	37.29	32.21	22.03	8.47	2.02	0.97
2. Staff classification policy (rank system)	55	32.73	40.00	18.18	9.09	2.04	0.94
3. Equitability of responsibilities	58	32.759	27.59	32.76	6.90	2.15	0.96
4. Adequacy of performance evaluation process	54	31.48	20.37	42.59	5.56	2.22	0.96
5. Adequacy of promotion process	53	39.62	30.19	24.53	5.66	1.97	0.94

	n	Choices, %				$\bar{x}$	s
		1	2	3	4		
6. Involvement in campus decision-making	55	16.36	34.55	40.00	9.09	2.42	0.88
7. Involvement in the budgeting process	51	17.65	37.25	37.25	7.85	2.35	0.87
8. Involvement in campus hiring	54	20.37	27.78	42.59	9.26	2.41	0.92
9. Gender equity	49	2.04	26.53	53.06	18.37	2.88	0.73
Support Services							
1. Student counseling	49	2.04	16.33	57.14	24.49	3.04	0.71
2. Library	48	2.09	6.25	64.58	27.08	3.17	0.63
3. Admission office	50	2.00	16.00	58.00	24.00	3.04	0.70
4. Records office	52	1.92	13.46	63.46	21.16	3.04	0.66
5. Personnel office	55	1.82	12.73	58.18	27.27	3.11	0.69
6. Business office	45	2.22	22.22	60.00	15.56	2.89	0.68
7. Campus accessibility and accommodation persons with disabilities	49	4.08	10.21	57.14	28.57	3.10	0.74
8. Student activities	50	2.00	8.00	54.00	36.00	3.24	0.69
9. Financial Aid office	48	2.08	10.42	62.50	25.00	3.10	0.66
10. Job placement	41	2.45	14.63	68.29	14.63	2.95	0.63
11. Learning Assistance Center (LACs)	40	2.50	5.00	75.00	17.50	3.08	0.57
12. Campus security	54	1.85	7.41	59.26	31.48	3.20	0.66
13. ITMS (formerly Educational Media Center, EMC)	52	13.46	23.08	40.38	23.08	2.73	0.97
14. Computing Center	44	6.82	29.55	45.45	18.18	2.75	0.84
15. Secretarial/clerical support	54	3.70	11.11	57.41	27.78	3.09	0.73
Overall Satisfaction							
1. KCC work environment	56	5.36	19.64	51.79	23.21	2.93	0.81
2. UH-system work environment	52	11.54	34.62	50.00	3.85	2.46	0.75

2. Section Statistics

Total	Facilities	Leadership	Development	Policies	Support	Overall
Mean	2.78	2.69	2.69	2.26	3.04	2.70
Standard Deviation	0.84	0.83	0.88	0.94	0.72	0.81
Total Observations	407	382	166	488	731	108

Females	Facilities	Leadership	Development	Policies	Support	Overall
Mean	2.72	2.70	2.63	2.26	3.08	2.71
Standard Deviation	0.86	0.83	0.87	0.91	0.66	0.74
Total Observations	393	280	121	362	556	84

Males	Facilities	Leadership	Development	Policies	Support	Overall
Mean	3.06	2.71	2.92	2.48	2.91	2.74
Standard Deviation	0.78	0.88	0.91	0.99	0.91	1.01
Total Observations	14	102	45	126	175	24

APT	Facilities	Leadership	Development	Policies	Support	Overall
Mean	2.81	2.53	2.49	2.04	2.98	2.58
Standard Deviation	0.85	0.95	0.95	0.91	0.96	0.97
Total Observations	85	85	35	112	140	24

ADMIN	Facilities	Leadership	Development	Policies	Support	Overall
Mean	3.12	3.30	3.24	2.89	3.04	3.17
Standard Deviation	0.51	0.52	0.44	0.89	0.52	0.58
Total Observations	41	40	17	53	54	12

CIVIL SERVICE	Facilities	Leadership	Development	Policies	Support	Overall
Mean	2.76	2.64	2.67	2.29	3.02	2.71
Standard Deviation	0.89	0.81	0.81	0.91	0.66	0.69
Total Observations	244	217	98	281	424	65

4-YRS EMPLOY	Facilities	Leadership	Development	Policies	Support	Overall
Mean	3.00	3.57	3.33	3.00	2.93	3.00
Standard Deviation	0	0.53	0.58	0	0.26	0
Total Observations	7	7	3	9	15	2

5-9 YRS EMPLOY	Facilities	Leadership	Development	Policies	Support	Overall
Mean	2.78	2.45	2.43	2.19	2.81	2.57
Standard Deviation	0.83	0.88	0.89	0.79	0.75	0.73
Total Observations	131	128	53	157	241	37

10 + YRS EMPLOY	Facilities	Leadership	Development	Policies	Support	Overall
Mean	2.96	2.99	2.95	2.53	3.35	2.96
Standard Deviation	0.88	0.63	0.61	0.98	0.65	0.79
Total Observations	101	90	38	116	182	28

Appendix C

Respondents' Comments

Respondents' Comments

1. KCC should provide staff with a computer specialist to meet the demands and changes required to our present computer software. We have not had a person to assist us for three years. IMTS is not able to provide us with the hands-on help in modifying or correcting any Aldrich based problems.

2. To work in an office that was completely looked over as far as cleaning the windows, sills, the blinds, floors etc.... has been a very unhealthy atmosphere to work in for the last year and a half.

3. Needs change to managements. People been here too long.

4. Create opportunities for faculty and staff to share new, innovative ideas about approaches in teaching about working with students. Strongly recommended performance evaluations for all faculty and staff with opportunities for promotion, regardless of classification.

5. Staff is never involved with decision making or policy setting. Meetings to inform us of changes are held but we are always force fed. Our opinion or ideas are not asked for. If immediate supervisors are too timid nothing gets resolved.. Being accessible is fine, but are we being heard and taken seriously or just being appeased to calm and quiet the turmoil, like a balloon being revealed of pressure by letting out some air until the pressure builds again.

6. Computers & other equipment's need to be updated, positions need to be upgraded, job center need to be more utilized in the sense that on-campus and off-campus openings should be together posted on a bulletin board for students to see (suggest that it be more like UH Manoa), need an automated registration system, need more office space.

7. Find and explore methods to obtain a less bureaucratical process for operating in general.
(It takes so long to go through procedures such as purchasing a personnel issues)
8. I hope that we can improve on the length of time we now take to either hire someone or purchase equipment. So much is out the clerical control that we have to trust and believe and hope that our supervisors and the administrations really care about us.

9. --Instead of planning for changes, we seem to be reacting to changes. --Line of communication--office/staff involved not being notified of changes. --personnel incentives stinks.